****

**Institutional Effectiveness Partnership Initiative**

**Partnership Resource Teams**

**List of Primary Successes and Menu of Options for Institutional Consideration**

Date: December 4, 2017

Name of Institution: Moorpark College

Partnership Resource Team Members: Dr. Erika Endrijonas, PRT Lead, Diane Brady, Jackie Escajeda, Joanie Gibbons-Anderson, Pamela Hunter, Denice Inciong, Laura Vasquez

**Primary Institutional Successes**

| **Description of Primary Institutional Successes** | **Notes and Comments** |
| --- | --- |
| The Moorpark College culture reflects genuine collegiality/respect and a positive communication climate. There is a widespread (from all groups) desire to improve their capacity for institutional research, integrated planning and institutional advancement. | Broad-based support within and across college stakeholder groups. The College leadership’s desire to address these issues will make this a priority at the college.  |
| Annual Program Reviews (72) are completed each year and resource requests are prioritized based on program/department meetings with administration. | This is commendable. Academic faculty are very engaged in doing their program reviews and the CTE areas seem to be a model. |
| The institutional research office is growing and the staff has built a number of reports and Tableau dashboards that are used regularly.  | The college community is very interested in using data to inform their decisions and are hungry for training. |
| The Moorpark Foundation is supported by all college stakeholders and they want it to succeed. |  |

**Menu of Options for Institutional Consideration for Its Innovation and Effectiveness Plan**

| **Area of Focus** | **Options for Institutional Consideration: Ideas, Approaches, Solutions, Best Practices** | **Models, Examples, and Comments** |
| --- | --- | --- |
| 1. Institutional Research
 | 1. Create a Dean position specifically for Institutional Effectiveness who focusses on strategic planning, integrated planning and resource allocation, and institutional research.
2. The Dean of IE (perhaps with the help of a consultant) would establish the following:
	1. Develop a College Research Agenda or system to prioritize requests
	2. Develop and implement a professional development strategy with the researchers on staff – build on strengths and identify areas of growth.
	3. Establish a regular meeting/committee that includes District IT to review and validate MIS data, develop a data dictionary, and identify areas for improved efficiency and effectiveness in institutional research and data management. A monthly meeting between District IT and all three colleges’ Institutional Research Deans and analysts could discuss data, reporting, compliance items, and research. This meeting would help District IT better understand the needs of the colleges and the colleges better understands the world and demands of IT.
	4. Document and catalog all of the data and dashboards that are available to the college.
	5. Develop and implement a training schedule to help faculty and staff know what data/dashboards are available and reach a better understanding of the data provided.
	6. Identify what data is not available but is needed to be able to respond to grants in a timely manner, and enhance the data systems accordingly.
	7. Review and enhance the use of TracDat for research and assessment.
3. Educate the college community regarding reasonable expectations about the nature and amount of service that the Research Office is able to provide. Survey constituent groups to determine college priorities and to gauge the need to adjust expectations.
4. Discuss college priorities and explore how the additional data and assessment results will be utilized as part of the college planning process and evaluation of institutional effectiveness.
 | Duties and responsibilities of an IR office:<http://www.airweb.org/Reseource/Documents/Duties-and-Functions-Summary.pdf>IR Survey conducted by RP group regarding structure and processes involved in IR offices across CA.The RP Group does an annual California Community College Institutional Research and Research survey which can be used to understand what leadership and staff positions are typically part of IE offices. This survey also identifies the priorities of the offices across the state.Surveys/FeedbackCollege of the Sequoias[https://www.cos.edu/About/Research/Pages/Survey:Management.aspx](https://www.cos.edu/About/Research/Pages/Survey%3AManagement.aspx)Sources for professional development for researchers:Association for institutional Research (AIR)<http://www.airweb.org/pages/default.aspx>RP group:[https://rpgroup.org/What-We-Do/Professional:Development](https://rpgroup.org/What-We-Do/Professional%3ADevelopment)<https://rpgroup.org/Events/RP-Conference><https://rpgroup.org/Events/Strengthening-Student-Success>Forms:Santa Monica College[http://www.smc.edu/EnrollmentDevelopment/Insttitutional Research/Pages/default.aspx](http://www.smc.edu/EnrollmentDevelopment/Insttitutional%20Research/Pages/default.aspx) <https://prolearningnetwork.cccco.edu/integrated-planning-adapting-best-practices-for-your-college/>There is a TracDat users group and it has a list-serve that would be a good way to connect to colleagues to learn more about how to better utilize TracDat. |
| 1. Institutional Advancement
 | 1. Narrow the current Director of Institutional Advancement and Marketing position description to a single focus on leadership for the Moorpark Foundation.
2. Hire an external fundraising expert to help create a Mission, Vision, and Strategic Plan for the Moorpark Foundation that is aligned to the college strategic plan and addresses at least the following needs: raising funds for the foundation, raising funds for operations, employee giving, and better usage and leveraging of the Zoo to ultimately be self-sustaining.
3. Take advantage of internal resources and maximize the fundraising potential of the Zoo and the Planetarium to support the full development of the Moorpark Foundation.
4. Join the Council for Advancement and Support of Education (CASE) and take part in annual conferences and professional development opportunities.
5. Evaluate the “indirect/administrative overhead” monies in existing grants and categorical programs to determine whether there is sufficient money to support creating a Grants Office with additional research functions/staff and a person dedicated to writing grants.
 | Examples of Mission, Vision, Strategic Plan for a Foundation: <http://www.lpcfoundation.org/>; <http://www.sbccfoundation.org/> CCLC Charitable Gift Annuity Program:<https://www.ccleague.org/district-services/charitable-gift-annuity-program>[www.case.org](http://www.case.org)  |
| 1. Integrated Planning
 | 1. Develop an Institutional Effectiveness Committee comprised of campus stakeholders that possibly includes the following: College President, Vice President of Instruction, Vice President of Business, Vice President of Student Services, Budget Committee Chair, Student Learning Outcomes Chair, Program Review Chair, Academic Senate President. Parts of the committee charge may include the linkages among the College’s mission, educational master plan/strategic direction, individual department and unit goals, community needs, and student success as reflected in student achievement data, SLO assessment data, and program review data.
2. Integrated Strategic College Planning should be completed in a 6-year cycle to align with the schedule in the VCCCD Integrated Planning Manual, with annual operational updates, budget requests, and structures/policy/procedures that “close the loop” between institutional effectiveness and resource allocation.
3. Consider requesting a State Academic Senate Technical Support visit to review the current 8 standing committees, and ensure that a revised committee structure will focus on Integrated Planning (strategic and operational) that appropriately involves consultation with the Academic Senate.
4. Refine procedures for funding and resource requests to ensure that they are part of the integrated planning process and dialogue.
5. The CEO and the ALO should be fully involved with Integrated Planning to ensure that the process meets ACCJC Accreditation Standards.
6. Review, assess, and edit “How Decisions are Made” in order to incorporate clearly the following:
	1. The Resource Allocation model includes all funding sources.
	2. The resource request process has a defined route with a feedback loop.
	3. Review current practice of Program Reviews to ensure that no duplication of efforts are occurring; that the reviews are meaningful not just for accomplishments but also areas of improvement; and that they contribute to college-wide discussions of institutional effectiveness.
	4. Clear procedures for evaluation of the committee structures and processes related to decision-making and resource allocations.
	5. How decisions and resource allocations get communicated back to the applicable committees.
7. Once the above document(s) are updated, incorporate an annual assessment of the planning and decision-making process in order to gauge whether changes are working and to make revisions as the findings warrant.
 | Institutional Effectiveness:<https://www.cerrocoso.edu/institutional-effectiveness>Participatory Governance Model:<https://www.cerrocoso.edu/sites/cerrocoso.edu/files/Participatory%20Governance%202016-19_0.pdf> Academic Senate Technical Assistance:<https://www.asccc.org/services/technical-assistance>AB1725's 10+1: "6. District and college governance  structures, as related to faculty roles.  7. **Processes for institutional**  **planning and budget development**.  8. Faculty roles and involvement in  accreditation processes, including self-  study and annual reports.  10. Processes for program review." Integrated Planning:IEPI Resources<https://prolearningnetwork.cccco.edu/resource-category/institutionalintegrated-planning/><https://prolearningnetwork.cccco.edu/tag/integrated-planning/>Cypress College<http://xwww.cypresscollege.edu/index.php/about/cypress-college-governance/> Chaffey College <http://www.chaffey.edu/research/index.htm><https://assets.aspeninstitute.org/content/uploads/files/content/docs/pubs/Lessons_from_the_Aspen_Prize_for_Community_College_Excellence.pdf><https://ccrc.tc.columbia.edu/media/k2/attachments/reforming-american-community-college-promising-changes-challenges.pdf><http://scholarworks.calstate.edu/bitstream/handle/10211.10/360/Buckley_Jerry.pdf?sequence=1>(This dissertation delineates strategic & operational planning.) <https://www.asccc.org/sites/default/files/FinalScenario_0_0.pdf><https://accjc.org/wp-content/uploads/Manual-for-Institutional-Self-Evaluation-AUG2017-revised-edition.pdf> Especially pages 9, 13-15<https://www.vcccd.edu/sites/default/files/files/about-the-district/participatory-governance/vcccd_integrated_planning_manualfinal02.26.2016.pdf> (See page 6/Six year cycle) |